

DDA Registry

File Personnel

DDA 78-3764


21 SEP 1979

MEMORANDUM FOR: Director of Communications  
Director of Data Processing  
Director of Finance  
Director of Logistics  
Director of Medical Services  
Director of Personnel  
Director of Security  
Director of Training  
Executive Officer, DDA ✓  
Career Management Officer, DDA

FROM : John F. Blake  
Deputy Director for Administration

SUBJECT : DDA Equal Employment Opportunity  
Plan (EEOP) for FY-79

The attached document represents the Directorate's effort to provide Equal Employment Opportunity for its current and prospective employees during Fiscal Year 1979. All managers and supervisors have important roles to play in transforming the spirit of the Plan into deeds. I, therefore, urge you to give this EEOP the widest possible distribution within your offices with the objective of providing equity and fairness for all our employees.

  
John F. Blake

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DDA Registry  
78-3764

DIRECTORATE OF ADMINISTRATION

Equal Employment Opportunity Plan

Fiscal Year 1979

## Part A. Introduction

### 1. Policy

The Directorate of Administration (DDA) provides all its employees equal employment opportunity and prohibits discrimination because of race, sex, color, age, religion, national origin, or handicap in every aspect of hiring, placement, development, advancement and treatment of its employees and applicants. The Directorate-wide upward mobility and FUST programs initiated in FY 1977 continue to function as mechanisms providing employees with opportunities for development, advancement, and full utilization of skills and training.

### 2. Organization and Responsibilities

The Deputy Director for Administration (DDA) and his Associate Deputy Director (ADDA) provide policy guidance and exercise personal leadership to ensure equal opportunity for all employees and for all applicants seeking employment with the DDA.

The DDA EEO Staff consists of the Directorate EEO Officer, two EEO Specialists and a secretary. The Staff monitors the progress of the Directorate's EEO programs. It also provides advice and guidance concerning EEO laws and regulations which impact on Directorate policies and regulations. The Staff actively participates in the complaint process to resolve problems. It serves as focal point for the receipt and internal control of minority professional applicant files sent to the Directorate and coordinates the efforts of the various Office level EEO Officers in fulfilling objectives of the Directorate EEO Plan.

The DDA is represented on the Federal Women's Program Board (FWPB), the DCI's EEO Advisory Panel, and other ad hoc groups such as the Task Force on Sex Discrimination. The DDA Federal Women's Working Group, consisting of representatives from each Office, provides assistance to the Agency FWPB, as required, in carrying out its responsibilities.

Each DDA manager and supervisor has the responsibility to ensure that all employees are treated equitably, fairly and as individuals. It is their task to remove the factors of age, race, color, sex, religion, national origin and handicap from the processes of hiring, placement, development, and advancement of employees in the DDA.

Allocation of EEO Personnel & Resources

1. EEO Program Administration & Management	FT	PT	%	Cost
<u>a. EEO Officers</u>				
Directorate (BM)	1			\$30,750
O/Communications (WM)		1	5	2,400
O/Data Processing (WM)		1	14	4,700
O/Finance (WM)		1	5	2,400
O/Logistics (WF)		1	50	11,000
O/Medical Services (WM)		1	15	3,700
O/Personnel (WM)		1	10	4,500
O/Security (WM)		1	15	7,000
O/Training		2	5	1,500
<u>b. EEO Specialists</u>				
Directorate (WM, WF)	2			40,700
O/Communications (BM)	1			20,700
<u>c. Upward Mobility</u>				
O/Finance		1	1	250
O/Security		7	5-10	3,450
O/Training		2	2	500
<u>d. FWP/DDA Working Group</u>				
O/Communications		2	5	2,000
O/Data Processing		1	2	550
O/Finance		1	1	200
O/Logistics		1	5	800
O/Medical Services		1	2	400
O/Personnel		1	2	350
O/Security		1	5	800
O/Training		1	2	350
<u>e. Hispanic Program</u>				
O/Data Processing		1	.5	100

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f. <u>Clerical</u>	<u>FT</u>	<u>PT</u>	<u>%</u>	<u>Cost</u>
Directorate	1			\$12,750
O/Communications		1	10	1,100
O/Data Processing		2	10	2,000
O/Security		2	5	500
g. <u>Other Personnel</u>				
O/Communications (Sensitivity Group)		5		1,600
O/Data Processing (Personnel Spec.)		2	5	2,500
(ADP Training Spec.)		1	1	100
O/Security (Personnel Spec.)		2	135	31,400
2. Administrative Expenses				
a. <u>Training</u>				
Directorate				2,500
O/Communications				250
O/Data Processing				1,500
O/Data Processing (Deaf Interpreter's fees)				5,100
O/Security				300
b. <u>Travel</u>				
Directorate				750
O/Data Processing				200

Upward Mobility Program Achievement

- A. Number of employees at and below GS-09 or equivalent who participated in at least one planned upward mobility program activity and who were competitively promoted or reassigned into target positions:
- (1) within the same occupational series - 0
  - (2) into a different occupational series - 4 (Project AIM)
- B. Number of employees at and below GS-09 and equivalent who participated in one or more upward mobility program activities but who were neither promoted nor reassigned:
- 2 - Project AIM
  - 3 - Project PACE
  - 2 - Project TRUMP
- C. Universe of potential upward mobility opportunities: Total number of position vacancies filled competitively through merit principles below GS-10 and equivalent in all series and from all sources.
- 412 - Total DDA

1. Area of Concern: Organization and Resources
- 1.1.2 Objective: Improve the EEO training of Agency supervisors and managers.  
Affirmative Action
- 1.1.2.3 Sixteen (16) DDA supervisors/managers attended the MEO Seminar this quarter.
- 1.2.1 Objective: Ensure that incumbents for EEO positions have the interest, knowledge, skills and training to perform their duties.  
Affirmative Action
- 1.2.1.3 The DDA EEO Officer chaired a meeting with component EEO Officers to discuss the formulation of the FY 79 Equal Employment Opportunity Plan (EEOP).
- 1.2.1.4 Fitness Reports for part-time EEO Officers do include an evaluation of their EEO duties.

2. Area of Concern: Discrimination Complaints

2.1.1 Objective: Process complaints within the 180 day standard.

Affirmative Action

2.1.1.3 A DDA careerist will be assigned to the Office of EEO, on a rotating tour basis, as a full-time EEO Investigator. We anticipate assignment to be made early in the fourth quarter.

DDA careerists assigned part-time EEO Investigator duties will be relieved as soon as circumstances permit.

2.5.1.4 Group meetings have been held in all DDA Offices to discuss the differences between the discrimination complaint and grievance systems.



3. Area of Concern: Recruitment

3.1.1 Objective: Increase the number of qualified minorities and women available to meet Agency needs.

Affirmative Action

3.1.1.1 The DDA EEO Officer, accompanied by managers from several DDA Offices, visited a number of colleges and universities with large black populations to provide in-depth job information to prospective applicants. These visits were highly beneficial with respect to making new contacts with college placement officials and faculties. Most of the visits coincided with "career awareness" activities and recruiting was discouraged or not permitted. But the teams were able to provide the students with good information concerning employment possibilities within the DDA. In spite of the ban on recruiting we have received several inquiries from students about employment with the Agency. Follow-up correspondence has been initiated by the Office of Personnel.

3.1.1.4 The Directorate has entered on duty the following minority professionals/technicals:

<u>As of 30 June 1978</u>		<u>FY 78 Goals</u>
13	Blacks	18
4	Hispanics/Asians	7
15	Non-Minority Women	4

In addition, the Office of Finance has two women (one Black) in their Student Trainee Program.

3.1.3.3 Recruitment requirements are updated semi-annually and are monitored monthly.

3.1.5.1 The Recruitment Division, Office of Personnel, placed recruiting advertisements in eleven (11) college placement manuals, three (3) national minority publications, including one large Hispanic publication, and five (5) regional Black newspapers, during the past quarter.

4. Area of Concern: Full Utilization of Skills and Training  
(FUST)

4.1.1 Objective: Develop an Agency-wide FUST program.

Affirmative Action

4.1.1.2 The survey phase of the Directorate FUST program is complete. Not all survey forms have been returned, but we expect this to be completed in the next quarter.

Office Directors are being notified by memorandum of those employees who have identified skills not being used so that appropriate career management counseling can be conducted to clarify specific skill utilization either within the Office or elsewhere in the Directorate.

The second phase of the program, translating position requirements into skill requirements, will begin in the fourth quarter.

4.1.2 Objective: Assure that Agency career panels and promotion boards are dedicated to the fair and equitable treatment of all employees and are sensitive to the development needs of all, particularly minorities and women.

Affirmative Action

4.1.2.1 The DDA EEO Officer is scheduled to meet with DDA career boards during the remainder of the fiscal year.

The following developmental and promotion actions for female employees were reported this quarter:

An Office of Data Processing GS-14 was assigned to a senior management position in the O/DDA on a rotational tour; the Office of Communications has one female in a training program which will lead her to becoming a computer programmer; OC promoted to GS-8 the female in their Safety Officer Training program; one female is part of the regular Telecommunications Specialist training program; two females are part of the Basic Morse Code Training program; and OC continues to sponsor one female in an Electronic Technician development program. In the Office of Finance, 17 females received promotions: 11 to GS-9 and above,

one to GS-14. Also, OF reassigned seven females for career enhancement. In the Office of Logistics, nine females were promoted to GS-8 and above, one to GS-13. Nine OL females in the Wage Grade series were promoted to GS-8 or above. A GS-16 female from the O/DDA attended the Senior Seminar.

- 4.1.4      Objective: Improve the flow of information concerning the availability of jobs.

Affirmative Action

- 4.1.4.1      Job vacancy notices are distributed to component EEO Officers as a matter of routine in the DDA.

5. Area of Concern: Upward Mobility

5.2.1 Objective: Expand upward mobility programs to all eligible employees.

Affirmative Action

5.2.1.1 During this past quarter three additional employees were selected to fill upward mobility positions in the Directorate. Project AIM currently has nine employees enrolled; one is due to graduate from the program early in the fourth quarter. During the fourth quarter we plan on offering four more positions.

The Office of Personnel has established the Personnel Upward Mobility Program (PUMP). It will be inaugurated in the fourth quarter.

6.           Area of Concern: Supervisory and Management Commitment

6.1.1       Objective: Ensure that EEO responsibilities are defined  
              for all supervisors and managers.

Affirmative Action

6.1.1.3     See 1.1.2.3

7. Area of Concern: Community Outreach

7.2.3 Objective: Increase participation in community career days on college campuses, annual meetings of organizations such as NAACP, etc.

Affirmative Action

7.2.3.1 The DDA actively participates in community outreach type activities (see 3.1.1.1). The Chief, Clinical Activities Division, Office of Medical Services, spoke to students at Fairfax High School on Career Awareness Day on the subject of medicine. At the request of an Agency official, copies of the May 1978 issue of the CIA Medical Newsletter, dedicated to Health Education through Sports and Physical Fitness, were made available for distribution to the Northern Virginia Football Officials Association membership.

Part C. Assessment Report

Organization and Resources

The Deputy Director for Administration continues to give complete support to the fulfillment of Agency EEO objectives. During the past year, selection, development and evaluation criteria for full and part-time EEO Officers was developed and published. The Directorate EEO Officer met with each Office level EEO Officer individually to discuss their responsibilities, plans, and goals. Periodic meetings were also held with component EEO Officers to discuss progress and/or problems in conjunction with the EEO Plan. A closer working relationship has been established as a result of these meetings. The fitness reports of part-time EEO Officers now include an evaluation of their EEO performance. The Directorate has consistently enrolled more supervisors/managers than our allotted quota for each running of the MEO Seminar. Component EEO Officers receive management support and commitment to the causes of equity and fairness. No problem areas have been identified. This assessment was conducted by the Directorate EEO Staff with input provided by the component EEO Officers.

Discrimination Complaints

The Directorate has sufficient EEO Counselors available at all of its locations except one; a counselor will be appointed for this site in the near future. A full-time EEO Investigator will be appointed to serve a rotating assignment to the O/EEO to help relieve the backlog of discrimination complaint cases. We plan on relieving the part-time EEO Investigators of these duties as soon as practicable. The Directorate EEO Officer plays an active role in the informal resolution of complaints of discrimination and has been highly effective, but there have been occasions where his efforts have been hampered because he was not informed early enough in the informal process to take effective, positive action. A mechanism should be developed which will provide information to the Directorate EEO Officers on discrimination complaints within their Directorates on a timely basis. Component EEO Officers have also expressed the need for their involvement early in the informal phase of the complaint process. This combined effort has produced informal settlements and perhaps has been underused resulting in formal complaints being filed. Greater efforts must also be made to dispel the inimical atmosphere surrounding the process to reach a fair and equitable resolution of the complaint.



Recruitment

DDA management is committed to the recruitment of as many qualified minorities and women as possible. This has resulted in an increase of 26 minorities in professional and technical positions, 30 June 1973/30 June 1977. In spite of this record, there are still significantly few minorities and women in high levels of supervision/management. Although continued emphasis is needed in the recruitment of minorities and women at colleges, we could place special emphasis and priority on hiring minorities and women with management experience who could be entered on duty laterally at the GS-14 or above level.

Full Utilization of Skills and Training (FUST)

The first phase of the DDA FUST program was completed this past year. The survey of all GS-12's and below, including Wage Grade equivalents, was conducted using an Employee Skills Inventory form as the survey instrument. Not all of the Skills Inventory forms have been returned, therefore, statistical analysis is incomplete, but we anticipate an overall 85-90% response rate for the Directorate.

Some Office Directors have been provided with the names of their employees who identified skills not now being fully utilized so that appropriate career management counseling can be conducted to clarify specific skill utilization, either within their own Office or elsewhere in the Directorate. As all survey forms are returned from other Offices, each Office Director will likewise be notified. We anticipate completion of these actions early in October 1978.

The second phase of the program, translating position requirements into skill requirements, will begin in the fourth quarter, FY 1978.

### Upward Mobility

Under Project AIM nine employees have been reassigned to technical or professional positions. One of these employees completed his training program, was promoted and was accepted into the new career subgroup. An additional four or five positions will be filled in the first quarter of FY 1979.

The Project AIM Working Group meets quarterly with each AIM employee and separately with each supervisor. These meetings serve as a forum to evaluate the employee's progress and to clarify the requirements and objectives of upward mobility.

The selection process used in Project AIM has proven to be very successful in identifying the top candidates.

The testing, interviewing, and counseling phases of Project AIM have contributed to the career awareness and growth potential of those AIM applicants not selected for positions, so it is believed that almost 100 employees have been affected in a positive way through Project AIM.

Supervisory and Management Commitment

In the DDA, top management commitment to the principles of fair and equitable treatment for all employees has been the key to the successful implementation of Directorate EEO programs. Their leadership has established guidelines by which all levels of management are expected to conform. Our objectives for FY 1979 are to convey these principles to all managerial and supervisory levels within the Directorate. One example is the Office of Communications' inclusion in its management training courses the sensitivity package titled, "Introduction to Positive Human Relations." Another is the belief that better management support and commitment can be accomplished if more women and minorities were found in the upper managerial levels. Specific actions are targeted to finding qualified women and minorities for these positions, both from within and through lateral entry.

### Community Outreach

The DDA actively participates in community outreach type activities and plans to continue its participation in community career days on college campuses, meetings of organizations such as NAACP, The National Urban League, and Hispanic conventions. Our Offices of Medical Services, Personnel, Data Processing, Logistics, Finance and EEO Staff have all sent representatives to various community outreach functions.

### Program Evaluation

The DDA conducts a systematic and thorough evaluation of its EEO programs. Each Office submits quarterly reports on the progress of the EEO Plan, and Office EEO Officers meet periodically with the Directorate EEO Officer to review the plan, discuss problems and exchange ideas for improvements. Training Officers, Personnel Officers and Career Management Officers are all involved with various EEO programs within the Directorate and have the opportunity for input to their evaluation. The DDA Federal Women's Working Group is also given the opportunity to provide input to the Plan.

Approved For Release 2001/07/16 : CIA-RDP81-00142R000400030002-6  
Area of Concern: Organization and Resources

Problem: The DDA has recognized the stated problems and has taken  
corrective action.

Area of Concern: Discrimination Complaints

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Problem: Not All Employees have Ready Access to an EEO Counselor,  
Particularly at [REDACTED] Overseas Field Stations

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Objective	Actions	Responsible Officer	Target Date
Ensure counselor services are accessible to all employees at all loca- tions.	DDA: Appoint an EEO Counselor to serve at [REDACTED]	DDA/EEO Officer	31 October 1978



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Area of Concern: Recruitment

Problem: Many Agency Components have No or Few Women or Minority Professionals

Objective	Actions	Responsible Officer	Target Date
Each Directorate - Develop element to Agency all have a CI approved program to increase the number of men and minority professional employees to a minimum work- force com- position of % Women, Black, and Hispanic, with particular provisions for those sub- components with no or few minority women employees.	DDA: The DDA will hire the following mix of of professional officers:  Black Males 27 Black Females 13 Hispanic Males 12 Hispanic Females 5 White Females 54 Asian/American Males 6 Females 4	DDA Office Directors, DDA/MEC	30 September 1979

Objective	Actions	Responsible Officer	Target Date
Increase the number of minorities women in Co-op programs.	DDA: Work with Co-op officer to identify schools with good Computer Science, Accounting, and Engineering programs and with minority student representation.	Office Directors, Respective Division Chiefs, DDA/MEC, DDA/CO-OP Officer	1 December 1978

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Objective	Actions	Responsible Officer	Target Date
Increase minority and women representation of technical employees.	DDA: Hire the following minority and women-mix of technical employees during FY-79 Minorities - 15 Females - 10	Director of Communications	30 September 1979

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Area of Concern: Full Utilization of Skills and Training (FUST)

Problem: Not All the Skills and Training of DDA Careerists GS-12 and Below are Being Fully Utilized

Objective	Actions	Responsible Officer	Target Date
Identify employees with under-used skills to Office Directors.	DDA: Alert Office Directors of those employees who have identified skills that are not now being utilized so that appropriate Career counseling can be conducted to clarify specific skill utilization either within the office or elsewhere in the Directorate.	DDA/EEO Staff	16 October 1978.
	DDA: Translate position requirements into skill requirements to ensure that employee skills are compatible with position requirements.	OP/Staff Personnel, OP/PMCD, DDA/EEO Staff	1 July 1979

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Area of Concern: Upward Mobility

Problem: The DDA has recognized the stated problems and has taken corrective action.

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Area of Concern: Supervisory and Management Commitment

Problem: The Concept of and Rationale for Equal Opportunity is Neither Fully Understood by Management nor Made an Intergral Part of Policy Formulation at all Agency Levels

Objective	Actions	Responsible Officer	Target Date
the DCI, D/EEO and all agency managers devote sufficient time and visible effort to the integration of agency EEO policy into managerial functions.	DDA: Ensure that subordinates are advised of directorate goals and requirements in affirmative actions.  DDA: Ensure that adequate resources are allocated to support directorate EEO programs.  DDA: Assure that concern for EEO is an integral part of each subordinates job and that performance in this area is evaluated effectively.	DDA, ADDA, Office Directors, DDA/CMO	Ongoing/Continuing

Problem: Not All Supervisors and Managers are Adequately Satisfying Their Responsibilities to Assure Equity and Fairness and to Support Affirmative Action Efforts

Objective	Actions	Responsible Officer -	Target Date
Define the EEO responsibilities for all supervisors and managers and specify their accountability for those responsibilities.	DDA: Ensure that selection criteria for hiring, promotion, assignment, training of all DDA careerists is applied without regard to sex, race, color, religion, age, physical or mental handicap, ethnic group or age.  DDA: Ensure that all managers and supervisors of all levels consider all subordinates as individuals rather than stereotypes, and eliminate practices which give personal offence to or result in adverse impact on employees of one color, race, sex, ethnic, religious or age group.  DDA: Revise letters of instruction of managers and supervisors to include their responsibilities to equal opportunity and affirmative action.	DDA, ADDA, Office Directors, DDA/CMO	On-going/Continuing

Problem: The Training Necessary to Enhance the Skills and Develop the Potential of Agency Employees is not Uniformly and Equitably Available

Objective	Actions	Responsible Officer	Target Date
Complete a comprehensive review of Directorate training policies and practices to identify unjust barriers inhibiting the training opportunities for women and minorities.	DDA: Survey and Revise as required all management training programs to ensure that they emphasize fairness in selection of attendees, and that sex, race, color, religion, or age is not a determining factor to deny minorities or women the opportunity to develop.	Director of Training, DDA/CMO Training Officer, Component Training Officers	1 November 1978
	DDA: Develop and include in all Office of Communications management training courses a sensitivity package entitled - "Introduction to Positive Human Relations".	Office of Communications EEO Officer	31 December 1979



Problem: There is a Marked Absence of Women and Minorities at the Agency Upper Management Levels (GS-15 and Above)

Objective	Actions	Responsible Officer	Target Date
Identify women and minorities with potential for participation in the production of selection and position criteria.	DDA: Encourage formal and informal outside contacts to refer mid-level and senior minority and female applicants to the Agency for employment consideration.	Director of Personnel, DDA/MEC	1 December 1978
	DDA: Complete a comprehensive review of all minorities and women at grades GS-12 thru GS-14 to identify those with potential to advance to upper management level.	Office Directors, DDA/CMO	1 December 1978
	DDA: Provide the DDA with a list of DDA careerist with potential to advance to upper management.	Office Directors, DDA/CMO	15 January 1979

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Area of Concern: Community Outreach

Problem: Neither the Concept of Community Out Reach nor the Potential  
for Agency Participation is Clearly Understood.

Objective	Actions	Responsible Officer	Target Date
Increase participation of community career days on college campuses, annual meetings of organizations such as, NAACP, Urban League, IMAGE, etc.	DDA: Continue to participate with organized groups and supply ample representation of DDA Careerists.	DDA/Out-Reach Officer, Office Directors, DDA/EEO Officer	

Area of Concern: Program Evaluation

Problem: There is No Program Evaluation Procedure

Objective	Actions	Responsible Officer	Target Date
Develop and implement procedure	DDA: Submit periodic reports.	DDA/EEO	As required